



**Award Fee Evaluation Board (AFEB) Summary Evaluation Report**

**Period 1**

**(August 6, 2018 – February 5, 2019)**

**Contract GS00Q09BGD0019**

**Task Order 47QFCA18F0100**

**Continuous Diagnostics and Mitigation (CDM)**

**Dynamic and Evolving Federal Enterprise Network Defense – Group D**

**(DEFEND D)**

**FEDSIM IA/Project No. HS00860**

TO: Mr. Kenneth Lawhorn, FEDSIM Award Fee Determination Official  
FROM: (b) (7)(C) Award Fee Evaluation Board Chairperson  
DATE OF AWARD FEE BOARD MEETING: February 25, 2019

**Award Fee Evaluation Board (AFEB) Members**

Voting members: (b) (7)(C) (b) (7)(C) CDM PMO, substitute Voting Member due to scheduling conflicts per Section 6.2 of the AFDP; (b) (7)(C) (b) (7)(C), substitute Voting Member due to scheduling conflicts per Section 6.2 of the AFDP;

Non-voting members: Aaron Sannutti, FEDSIM CO; David Warner, Performance Monitor, Treasury; David Curb, Performance Monitor, Treasury; Willie Crenshaw, Performance Monitor, NASA

Observers: Troy Williams FEDSIM CS; Kenny Lawhorn, FEDSIM, AFDO

**AWARD FEE BOARD REPORT**

What follows is the Award Fee Evaluation Board (AFEB) Summary Evaluation in support of the Department of Homeland Security, CDM DEFEND D Task Order (TO) 47QFCA18F0100 for the first evaluation period, from August 6, 2018 through February 5, 2019. This report summarizes the board's findings and the recommendation of the Award Fee Evaluation Board (AFEB) Chair.

**A. OVERALL ASSESSMENT**

During award fee evaluation Period 1, the Government evaluated Booz Allen Hamilton's (BAH) performance according to the criteria established in the Award Fee Determination Plan (AFDP). The AFEB took BAH's self-evaluation, submitted on February 12, 2019, into consideration for determining each board member's final ratings. Overall, the board rates BAH's performance as a (b) (4)

(b) (4)

**Award Fee Pool Allocation Rating/Percentage**

Adjectival Rating	Percentage of Fee
Excellent	91%-100%
Very Good	76%-90%
Good	51%-75%
Satisfactory	No Greater than 50%
Unsatisfactory	0%

**B. AGENCY FEEDBACK**

The AFDP outlines the Government's expectations for the contractor's performance for each award fee period. The objective of the award fee criteria is to provide an incentive to the contractor to achieve optimum performance of TO requirements and objectives in the areas of Technical performance, Cost, and, Management. The evaluation considers all aspects of TO performance according to the defined sub criteria. The following feedback was provided by agency performance monitors and the AFEB members:

**Criteria 1: Technical – 45%: Rating Adjective/Performance Points****Strengths:** (b) (4)


(b) (4)

(b) (4)

Weaknesses: (b) (4)

(b) (4)

(b) (4)


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**Criteria 2: Cost – 35%: Rating Adjective/Performance Points**


**Strengths:** (b) (4)

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(b) (4)

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(b) (4)

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Weaknesses: (b) (4)

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(b) (4)

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**Criteria 3: Management – 20%: Rating Adjective/Performance Points**

Strengths: (b) (4)

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(b) (4)

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(b) (4)

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(b) (4)

At the mid-term evaluation, held on December 12, 2018, the Government expressed performance concerns to the contractor. These were:

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(b) (4)

Since the mid-term, all of the above concerns have been mitigated. (b) (4)

(b) (4)

Weaknesses: (b) (4)

(b) (4)

(b) (4)

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(b) (4)

- (b) (4)

(b) (4)

### C. AWARD FEE RECOMMENDATION

The contractor's performance for each award fee criteria is weighted to comprise the total award fee:

Award Fee Calculation Table

Evaluation Criteria	Weighing	Available Pool	Rating Percentage	Earned Award Fee	Rating
Technical	45%	(b) (4)			
Cost Savings	35%				
Management	20%				
<b>Total</b>	<b>100%</b>				

Based on the overall performance level and the percentage scores described above, the AFEB recommends to the Award Fee Determining Official (AFDO) that BAH earns an award fee for Period 1 as described below and in the Award Fee Calculation Table (above). The Board recommends:

Award fee rating recommended for this evaluation criteria and period of performance is (b) (4), with recommended percentage earned.

Cost incurred 8/6/2018 to 2/5/2019	Award Fee	Award Fee Pool for Period 1	Percentage of Award Fee Pool Awarded	Award Fee Earned
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(b) (4)

AFB Chairperson Signature: COLLEEN A MCDARBY

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**The Award Fee Evaluation Board Summary Report for Period 2  
(February 6, 2019 – August 5, 2019)**

**Contract GS00Q09BGD0019  
Task Order 47QFCA18F0100  
Continuous Diagnostics and Mitigation (CDM)  
Dynamic and Evolving Federal Enterprise Network Defense – Group D  
(DEFEND D)  
FEDSIM IA & Project Number HS00860**

TO: Mr. Kenneth Lawhorn, Award Fee Determination Official  
FROM: (b) (7)(C), Award Fee Evaluation Board Chairperson  
DATE OF AWARD FEE BOARD: August 19, 2019

What follows is the *Award Fee Recommendation Report* in support of the Department of Homeland Security, CDM DEFEND D Task Order (TO) for the second evaluation period, from February 6, 2019 to August 5, 2019. This report summarizes the board's findings and the final recommendation as the Award Fee Evaluation Board (AFEB) Chairperson.

**Award Fee Evaluation Board (AFEB) Members**

Voting members: (b) (7)(C), AFEB Chairperson; (b) (7)(C),  
CDM Portfolio Manager, Voting Member; (b) (7)(C), Voting Member;  
TJ Chen, COR, FEDSIM, Voting Member.

Non-voting members: Aaron Sannutti, FEDSIM CO; Que Vu, Performance Monitor,  
Treasury/Internal Revenue Service; Richard Valenzuela, Performance Monitor, General Services  
Administration.

Observers: Clarence King, FEDSIM PM.

**AWARD FEE RECOMMENDATION REPORT**

**A. OVERALL ASSESSMENT**

During Award Fee Evaluation Period 2 (AFP2), the Government evaluated Booz Allen Hamilton's (BAH) performance according to the criteria established in the Award Fee Determination Plan (AFDP – Section J, Attachment E). The AFDP was revised in April 2019 and BAH provided clarifications and assumptions on 23 April 2019. The Government provided clarifications on two assumptions on 25 July 2019. The revised AFDP and metrics were incorporated by contract modification in July 29, 2019. Booz Allen submitted its AFP2 Self-Assessment and exclusions to the AFDP metrics on 13 August. As the exclusions were submitted after the end of the AFP2, the AFEB did not factor them in for this period. Performance was monitored by all members of the AFEB throughout the award fee period, as well as performance monitors at customer agencies. The AFEB also took BAH's self-evaluation into consideration for determining the board's final ratings. Overall, the board rates BAH's

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performance as an (b) (4) during award fee evaluation Period 2. (b) (4)

(b) (4)

#### Award Fee Pool Allocation Rating/Percentage

Adjectival Rating	Percentage of Fee
<i>Excellent</i>	91%-100%
Very Good	76%-90%
Good	51%-75%
Satisfactory	< 50%
Unsatisfactory	0%

#### B. RATINGS SUMMARY BY AWARD FEE DETERMINATION PLAN CRITERIA AREA

Evaluation Criteria	Weighing	Available Pool	Rating Percentage	Earned Award Fee	Rating
Technical	45%	(b) (4)			
Cost Savings	35%				
Management	20%				
<b>Total</b>	<b>100%</b>				

#### C. AGENCY FEEDBACK

The AFDP outlines the Government's expectations for the contractor's performance for each award fee period. The objective of these award fee criteria is to provide an incentive to the contractor to achieve optimum performance of TO requirements and objectives in the area of Technical performance. The evaluation will consider all aspects of TO performance according to the defined sub criteria. CDM DEFEND Group D is defined to include the following Federal Agencies and their components, hereafter referred to as the Group D Agencies. This report

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incorporates the feedback provided by the agency performance monitors where applicable. The DEFEND D agencies are:

1. The United States General Services Administration (GSA)
2. The United States Department of Health and Human Services (HHS)
3. The United States National Aeronautics and Space Administration (NASA)
4. The United States Social Security Administration (SSA)
5. The United States Department of Treasury (Treasury)
6. The United States Postal Service (USPS) – has not participated in CDM DEFEND

#### **D. TECHNICAL: (WEIGHTED 45% OF AWARD FEE)**

**The objective of this award fee criterion is to provide an incentive to the contractor to achieve optimum performance of task order requirements and objectives in the area of Technical performance. The integrator will operationalize the CDM Dashboards, to include integrating data feeds from legacy and emerging Agency capabilities. The objective is to provide technical expertise to design, solution, and implement innovative solutions for emerging technologies. Integrator is expected to maintain, update, and optimize existing solutions with minimal degradation to operations. The evaluation will consider all aspects of task order performance according to the following sub criteria:**

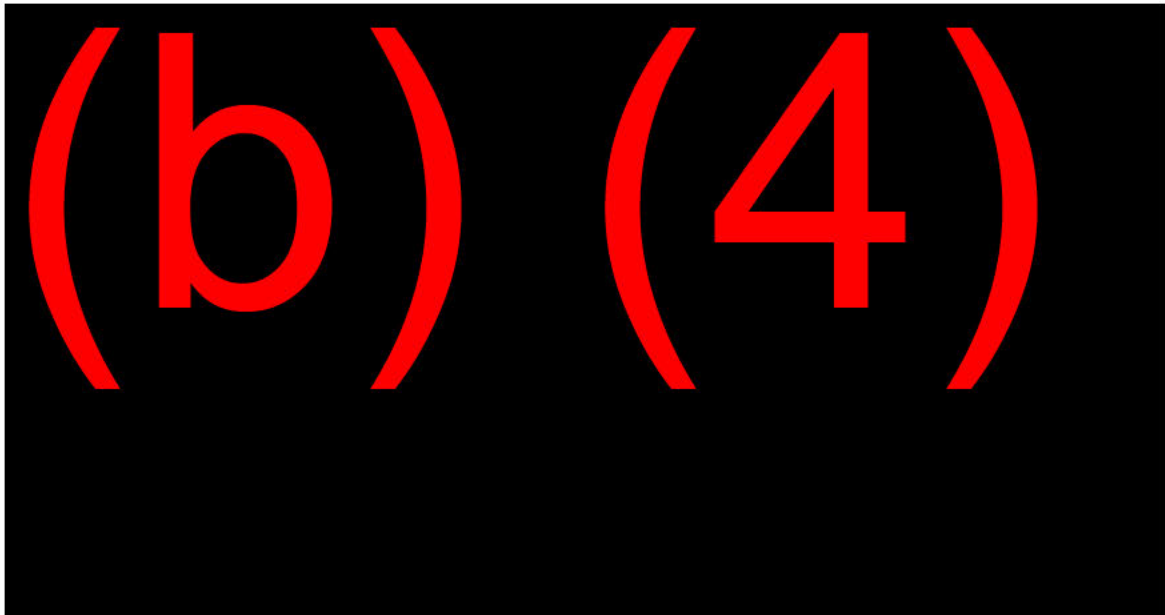
##### **Agency Support – 5%**

**Does the integrator minimize unforeseen excessive compute times, degradation, and brief mean times to recovery (MTTR) for outages related to Agency operations during CDM implementation?**

**BAH Assumptions** – Does not include anything in Layer A because the Agencies are now responsible for Layer A tools; Includes Convergence App and maintaining the data feeds; Does not include planned downtime associated with upgrades and maintenance; Our initial timestamp starts when an incident is submitted (an email to the CDM ServiceNow Helpdesk) and the hours are only accrued during the incident response hours included in our Task Order (8 am - 6 pm during workdays only); To ensure full control, it is assumed that we will have immediate access to Agency environment and an Agency SME to remedy problem. If this is not the case, the event will be considered 'beyond contractor's control' and not count against our metrics.

The AFEB concurred with BAH's assumption.

(b) (4)



**Metric** – No unplanned outages (limited MTTR) and low incidents of degradation to agency operations due to factors within the contractor's control: E: <8 hours of downtime for any outage and no more than 1 outages per reporting period (not including outages caused by external Agency activities such as patching that inadvertently breaks a CDM tool system); high system/solution performance without any degradation to any Agency systems.

**Rating** – (b) (4)

**CDM Solution – 10%**

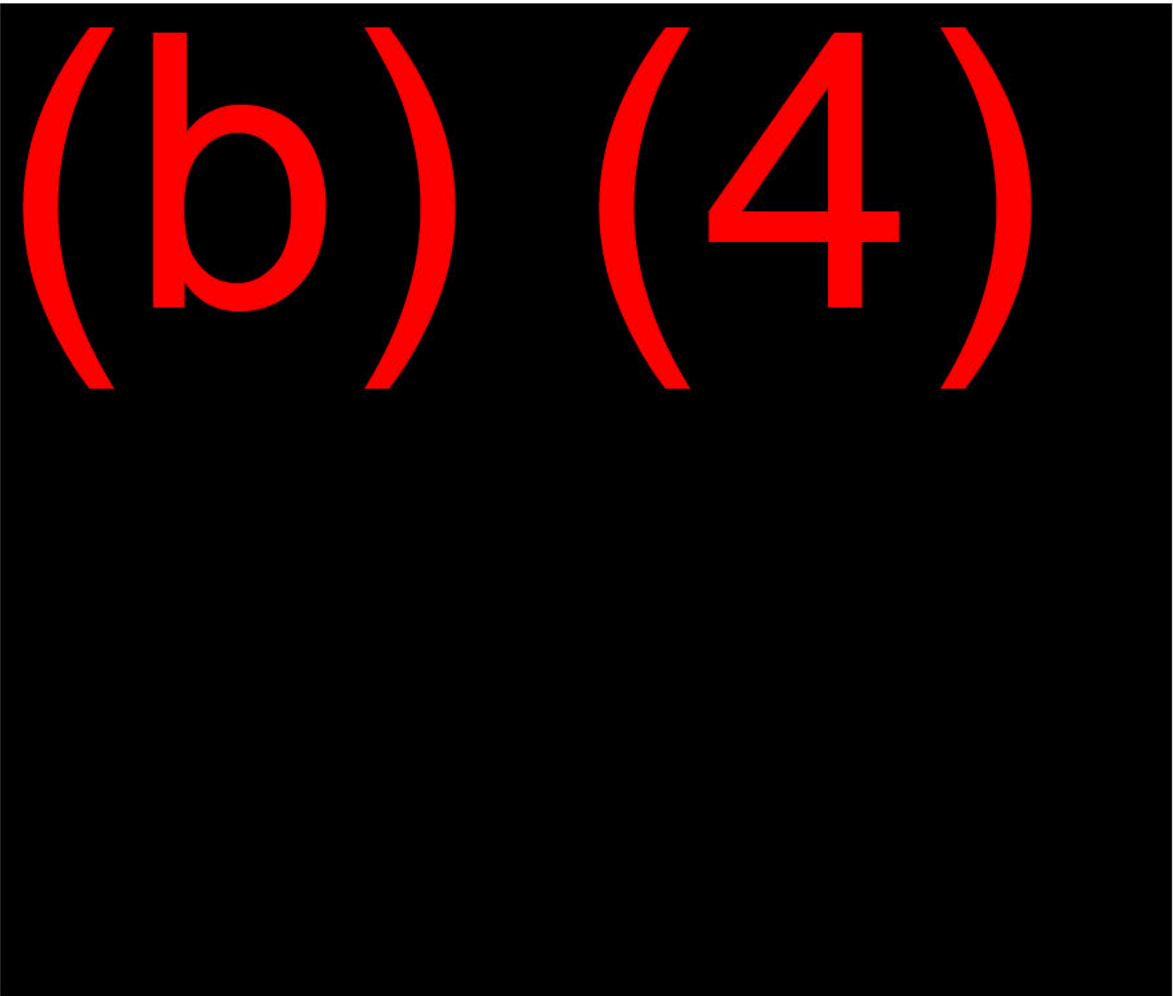
**Has the integrator upgraded and enhanced or responded efficiently and effectively to high critical vulnerabilities related to Agency Dashboards within 30 days of receipt of approved production enhancements and upgrades?**

**BAH Assumptions** – Assumes 15 instances of Dashboard for Delta; Covers required MTV patches/upgrades (and not the optional ones); Following the actual MTV release, DHS will provide the initial timeline for the upgrade; Booz Allen will provide draft schedules based on assumed dates for Agency CCB approval. The final schedule will be provided 5 working days following Agency CCB approval. If Agency CCB approval is not received by the planned date, a PNR will be issued and the event will be considered 'beyond contractor's control' and not count against our metrics; MTV provides all required documentation with the release; To ensure full control, it is assumed that we will have access to Agency environment and an Agency SME to remedy problem in accordance with approved schedule. If this is not the case, the event will be considered 'beyond contractor's control' and not count against our metrics.

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The AFEB concurred with BAH's assumption.



**Metric** – Sustain and optimize Agency Dashboards within the expected timeline provided by DHS for each upgrade or enhancement: Excellent Rating: 100% Dashboard upgrades or patches deployed; completed before the duration specified by the Government for each release.

**Rating** – (b) (4)

**CDM Dashboard – 14%**

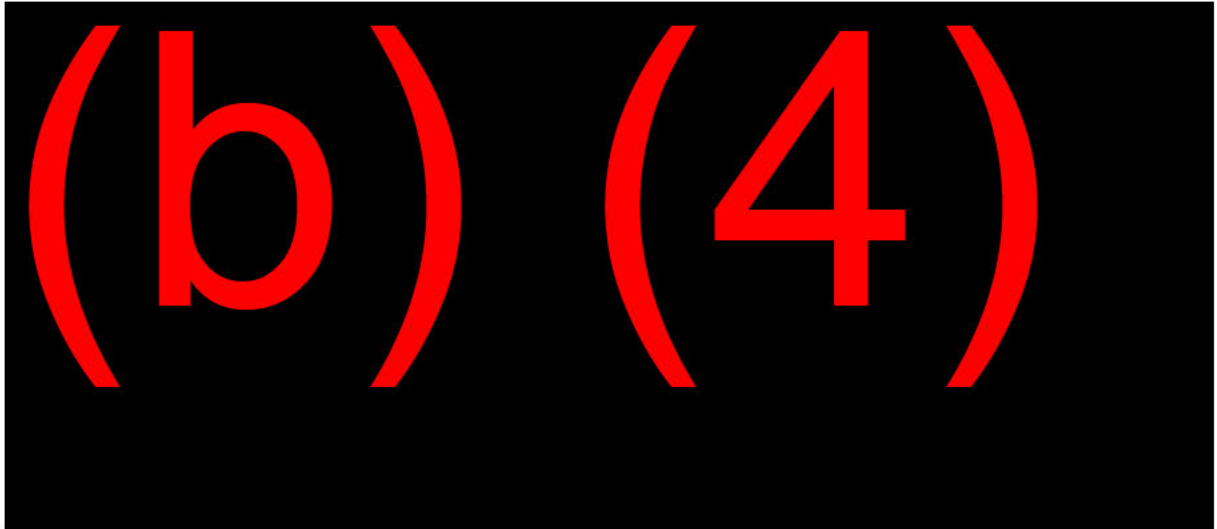
**Has the integrator provided timely resolution for Tier 2 and Tier 3 support tickets and requests?**

**BAH Assumptions** – Request performance be measured against "response time" rather than "resolution time" according to the Target Criteria and Metrics (metrics do not align

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with criteria) due to the nature of requests escalated to Tier II and Tier III support (e.g., data consistency issues that require in-depth analysis); Request external dependencies be heavily considered when scoring this criterion (e.g., GFE access to Agency environments, availability of Agency administrators to troubleshoot, resolution times for MTV and/or Original Equipment Manufacturer [OEM] vendors).

The AFEB concurred with BAH's assumption.



**Metric** – Timely and effective resolution to Agency Dashboard and/or CDM solution support requests: Very Good: >95% requests responded to within 2 workdays.

**Rating** – (b) (4)

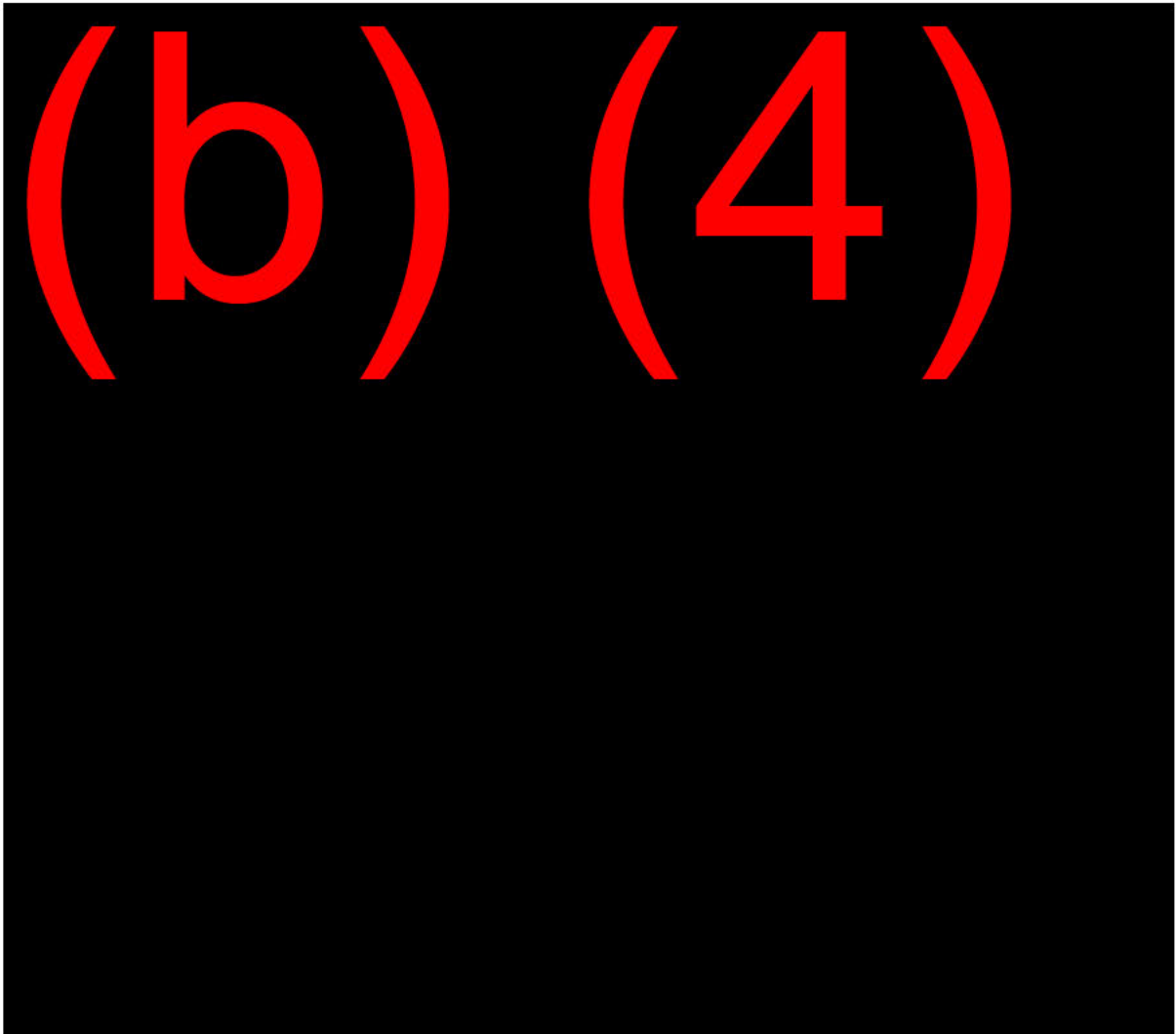
**CDM Dashboard – 8%**

**Did the contractor effectively establish where needed and maintain the availability of the information exchange capabilities and data between the CDM Agency Dashboards and the CDM Federal Dashboard?**

**BAH Assumptions** – For any ping that is not successful, Booz Allen will document the reason why. Reasons outside of Booz Allen's control (Agency downtime, scheduled maintenance, etc.) will not be counted against this metric; Booz Allen will have all necessary GFE to allow access to all Agency Dashboards.

The AFEB concurred with BAH's assumption.

(b) (4)



**Metric** – Establish and maintain information exchange and data between CDM Agency and CDM Federal Dashboards. Very Good: >95% of Dashboard information exchanges established and maintained.

**Rating** – (b) (4)

**RFS Implementation – 8%**

**Did the contractor meet the performance objectives, standards, acceptable quality limits, deliverable expectations (quality and timeliness), and desired outcomes that identify successful performance of any in progress or recently completed RFS?**

**BAH Assumptions** – No assumptions.

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(b) (4)

**Metric** – Planned and approved performance objectives, standards, AQLs, and deliverables successfully met. Very Good: 95% met and accepted by DHS/Agencies.

**Rating** – (b) (4)

**E. COST: (WEIGHED 35% OF AWARD FEE)**

The Objective of the award fee provision is to provide an incentive to the contractor to achieve optimum performance for Task Order Requirements and objectives in the area of Cost management. The integrator is responsible for timely and precise financial accounting and reporting, and will recommend options to the Government aimed to ensure efficiency and most effective return on Government investments. The evaluation of Cost will consider all aspects of Task Order performance in terms of the following sub criteria:

**Financial Reporting – 5%**

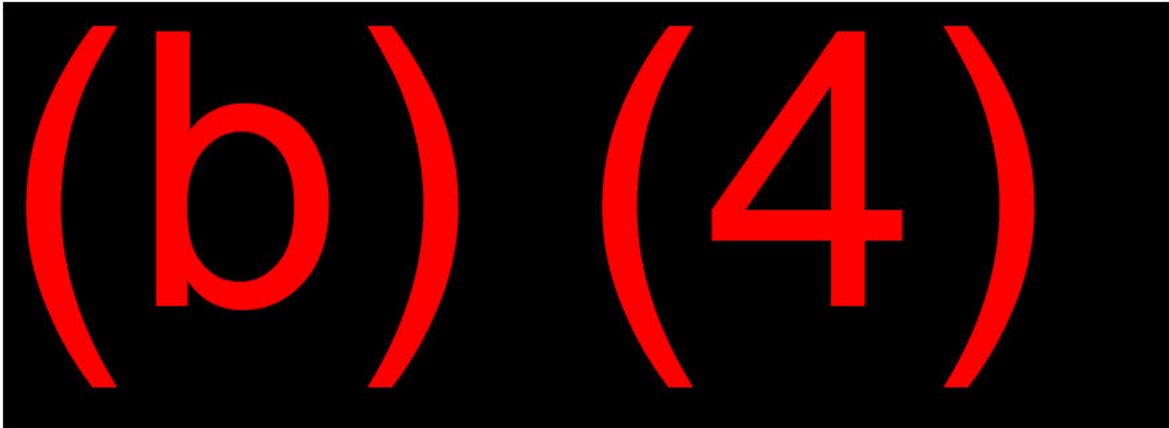
Does the contractor provide timely notification and required supplemental information for the following: 1) cost overruns; 2) variance to planned scope, schedule and cost targets; and 3) service delivery challenges, risks and contingencies?

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**BAH Assumptions** – Assumptions may be included once initial measurements are made in the April IPR.

No assumptions were made by BAH in the April IPR.



**Metric** – Timely notification provided with required information: Excellent: All categories met without exception.

**Rating** – (b) (4)

#### **Financial Reporting – 8%**

**Did the contractor accurately track TO financials, through effectively capturing monthly expenditures by identification of the funding source; monthly expenditures by CDM Phase, CTN, and TO level from the start of the Period of Performance (POP); project monthly expenditures and labor hours by CTN, and TO level starting with the current month through the end of the POP; funded levels by TO and by Agency; labor hours incurred to date by TO and by Agency; funds remaining by CTN and CLIN; diagram reflecting funding and burn rate by month for the TO and at the Agency-level; cumulative invoiced amounts for each CLIN up to the previous month; and actual current and cumulative dollars expended for small businesses compared to TO subcontracting goals as referenced in Section C.6.1.5 SubTask 1.5 – Provide Financial Reporting?**

**BAH Assumptions** – Assumes that Financial Report = Financial Report AND Invoice for a total of 12 documents within an award fee period; Assumes non acceptance or deviation of accuracy is based on a material change in cost due to an error in the actual financial reporting; does not include answering questions or providing clarification.

The AFEB concurred with BAH's assumption.

(b) (4)

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**Metric** - Financial management documentation delivered on time, accurate and accepted:

(b) (4) 90-94% of Financial Reports delivered on time, accurately, and accepted upon first submission.

**Rating** – (b) (4)

**Product Cost Savings – 9%**

**Is the integrator effective in seeking and obtaining, in a cost effective manner, best value and cost savings/discounts to the Government on the Tools CLIN/tool/ODC procurements?**

**BAH Assumptions** – Please note that the criteria to use the CDM SIN limits Booz Allen's ability to get the Government the best price because it requires Booz Allen to purchase from specific GSA schedule and in certain cases, Booz Allen may provide information showing how we could have received higher cost savings if allowed to not use the CDM SIN.

The AFEB concurred with BAH's assumption.

(b) (4)

(b) (4)

(b) (4)

**Metric** – Achieved overall Tools CLIN cost savings compared to IT Schedule 70 baseline: Procurement Volume >\$3.5M and above: Excellent: >=30% savings average (the metric does not account for the entire scope of this performance area therefore other factors apply)

**Rating** – (b) (4)

Procurement Volume <\$1M

(b) (4) >=15% savings average

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**Product Cost Savings – 4%**

**To the maximum extent possible, does the contractor use the CDM Tools SIN to procure products and HACs SIN for Task 5 activities?**

**BAH Assumptions** – When the Government instructs Booz Allen to purchase an item not on the CDM SIN, Booz Allen will notify the Government that the item is not on the CDM SIN through the Yes/No column in the RIP. Once the Government approves the RIP, those non-CDM SIN purchases will not be counted in this metric; Assumes exceptions will be approved for renewal SKU not on the SIN or when asked to procure products not on the SIN. For example, servers are not on the CDM SIN, so when Booz Allen is asked to procure servers not on the CDM SIN, an exception will be granted; Please note that this criteria limits Booz Allen's ability to get the Government the best price because it requires Booz Allen to purchase from specific GSA schedules.

The AFEB concurred with BAH's assumption.

(b) (4)

**Metric** – Use of the CDM Tool SIN & HACs SIN: (b) (4) 100% use but exceptions may be granted if justification is presented and approved by the USG prior to procurement

**Rating** – (b) (4)

**Cost Management - 5%**

**Did the contractor estimate ROM costs within 5% over and 10% under of actual cost for all ROMs?**

**BAH Assumptions** – Assumes only RFSs completed within the current Award Fee Period; Will be based on RFS Response/latest approved baseline.

The AFEB concurred with BAH's assumptions.

(b) (4)

(b) (4)

(b) (4)

**Metric** – RFS ROM costs verses RFS actual costs, for RFS completed during evaluation period (i.e., 6 months).

**Rating** – (b) (4)

**Cost Management – 4%**

**Did the project accurately project, track, adhere, and achieve scheduled objectives and results within the established project budget/cost plan?**

**BAH Assumptions** – VAC of approved scope during Award Fee Period applies to Tasks 1 and Task 2 only and does not include RFSs in progress; Uses last approved IMS to account for current scope; Assumes impacts associated with documented PNRs are removed from calculations.

The AFEB concurred with BAH's assumptions.

According to the latest Financial Report (Deliverable #13 for July 2019), the VAC for Task 1 and Task 2 are 7.71% and 8.75% respectfully. This range falls into the Good rating.

**Metric** – Variance at Completion (VAC) of approved scope at end of performance (AF Period, TO and RFS): (b) (4) <10% VAC of approved scope.

**Rating** – (b) (4)

#### F. MANAGEMENT (WEIGHTED 20% OF AWARD FEE)

The objective of this award fee criterion is to provide an incentive to the Contractor to achieve optimum performance of task order requirements and objectives in the area of Management. The objective is to optimize the overall task order performance by effective communication on quality deliverable submissions, resource and risk management, and protecting sensitive government information. The evaluation will consider all aspects of task order performance according to the following sub criteria:

**Schedule – 3%**

**Is the integrated master schedule submitted and managed in a timely, accurate, complete manner, with all the necessary technical inputs addressing updates to the schedule status included?**

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**BAH Assumptions** – IMS submitted to DHS/FEDSIM on a monthly basis according to schedule set in Task Order; Government has 15 working days to approve/reject IMS; IMS considered approved if nothing is provided by the Government within 15 working days; Uses last approved IMS to account for current scope; Assumes impacts associated with documented PNRs are removed from calculations; Milestones are defined as all numbered deliverables except as noted below for Deliverable 11; For Deliverable 11, includes all meeting reports stated in TOR (Kick-Off Meeting Report, Monthly Status Report (MSR) Meeting Report, IPR Meeting Report, Meeting Reports -- As requested by FEDSIM COR and /or DHS TPOC, and In Support of Task 4: Bi-Weekly Inter-Agency governance coordination meeting reports) and does not include weekly Agency meeting minutes that are currently delivered as 'above and beyond' deliveries; For Deliverable 11, any "Meeting Reports --- As requested by FEDSIM COR and /or DHS TPOC" noted in the bullet above must be defined in writing and sent to Booz Allen within 5 days from the beginning of the Award Fee Period.

The AFEB concurred with BAH's assumptions.

(b) (4)

**Metric** – Ahead is defined as delivery more than one day in advance of the baselined delivery date. The percentage is the average of all the agreed upon milestones that are baselined for completion during a specific evaluation period (or slipped from a prior period) from the last approved IMS. Any technical inputs in the IMS that show a false completion will negatively impact the rating metrics identified below. Satisfied approved milestones from the last approved IMS: (b) (4) =>5% of the agreed upon milestones delivered.

**Rating** – (b) (4)

**Schedule** – 3%

**Is the integrated master schedule effectively baselined and is that baseline only updated with significant changes?**

**BAH Assumptions** – IMS submitted to DHS/FEDSIM on a monthly basis according to schedule set in Task Order; Government has 15 working days to approve/reject IMS; IMS considered approved if nothing is provided by the Government within 15 working days; Uses last approved IMS to account for current scope; Assumes impacts associated with documented PNRs are removed from calculations.

The AFEB concurred with BAH's assumptions.

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(b) (4)

**Metric** – IMS baseline is approved and accepted in accordance with the task order and any updates to the baseline are approved by the Government. The quality of the schedule baseline and any unauthorized baseline changes will be evaluated individually based on the severity to the performance of project.

**Rating** (b) (4)

**Deliverable Quality – 7%**

**Does the integrator provide on-time high quality deliverables in accordance with latest approved IMS?**

**BAH Assumptions** –This does not include normal comment adjudication that Booz Allen goes through as part of our partnership with DHS/FEDSIM on draft submissions; IMS submitted to DHS/FEDSIM on a monthly basis according to schedule set in TO; Government has 15 working days to approve/reject IMS; IMS considered approved if nothing is provided by the Government within 15 working days; Uses last approved IMS to account for current scope; Assumes impacts associated with documented PNRs are removed from calculations; Includes all numbered deliverables except as noted below for Deliverable 11; For Deliverable 11, includes all meeting reports stated in TOR (Kick-Off Meeting Report, Monthly Status Report (MSR) Meeting Report, IPR Meeting Report, Meeting Reports --- As requested by FEDSIM COR and /or DHS TPOC, and In Support of Task 4: Bi-Weekly Inter-Agency governance coordination meeting reports) and does not include weekly Agency meeting minutes that are currently delivered as 'above and beyond' deliveries; For Deliverable 11, any "Meeting Reports --- As requested by FEDSIM COR and /or DHS TPOC" noted in the bullet above must be defined in writing and sent to Booz Allen within 5 days from the beginning of the Award Fee Period; Any deliverable not formally accepted/rejected within 15 working days will be considered 'approved' for this metric.

The AFEB concurred with BAH's assumptions.

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(b) (4)

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**Metric** – Submit TO Deliverables by approved Milestone Dates:

(b) (4) 100% of deliverables submitted and accepted with editorial comments and minimal substantial/and or critical comments. The Government will consider any significant quality and/or timely issues with impacted deliverables individually. These issues may result in an adjectival rating below the identified metrics above.

**Rating** – (b) (4)

**Risk Management – 2%**

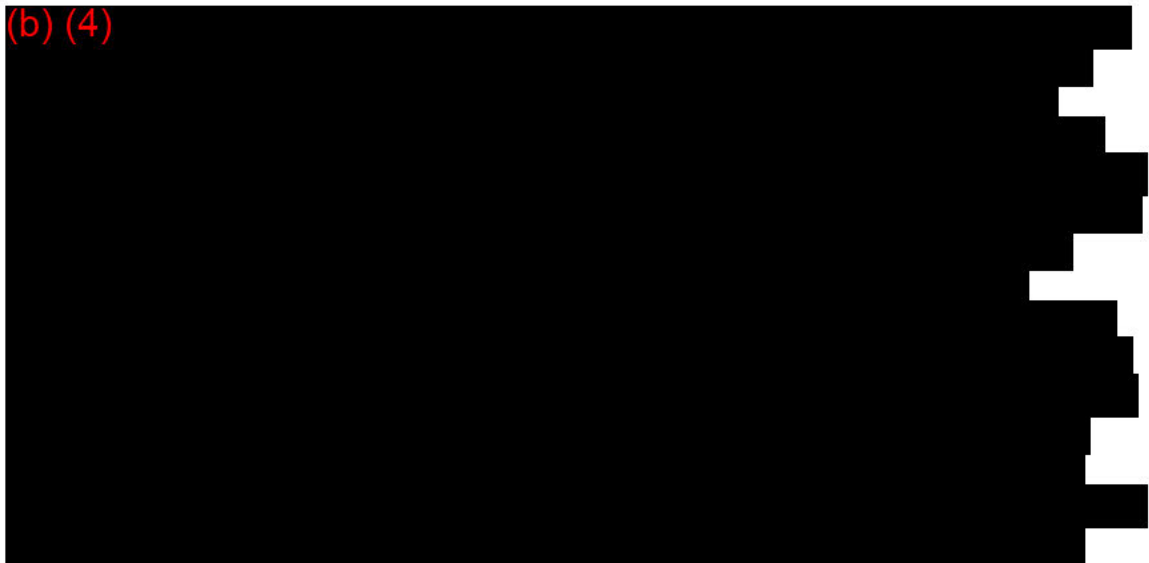
**Are project risks and associated risk mitigation strategies, for significant risks (medium-high probability, moderate-high impact), identified and proposed to the Government with clear resolution strategies and impacts for responsibility authorities? Does risk identification include actionable information? Technology-related impacts may take more time to research, which may require an initial mitigation strategy submission for this metric.**

**BAH Assumptions** – Notification may be in the form of an email or in a PNR.

The AFEB concurred with BAH's assumption.

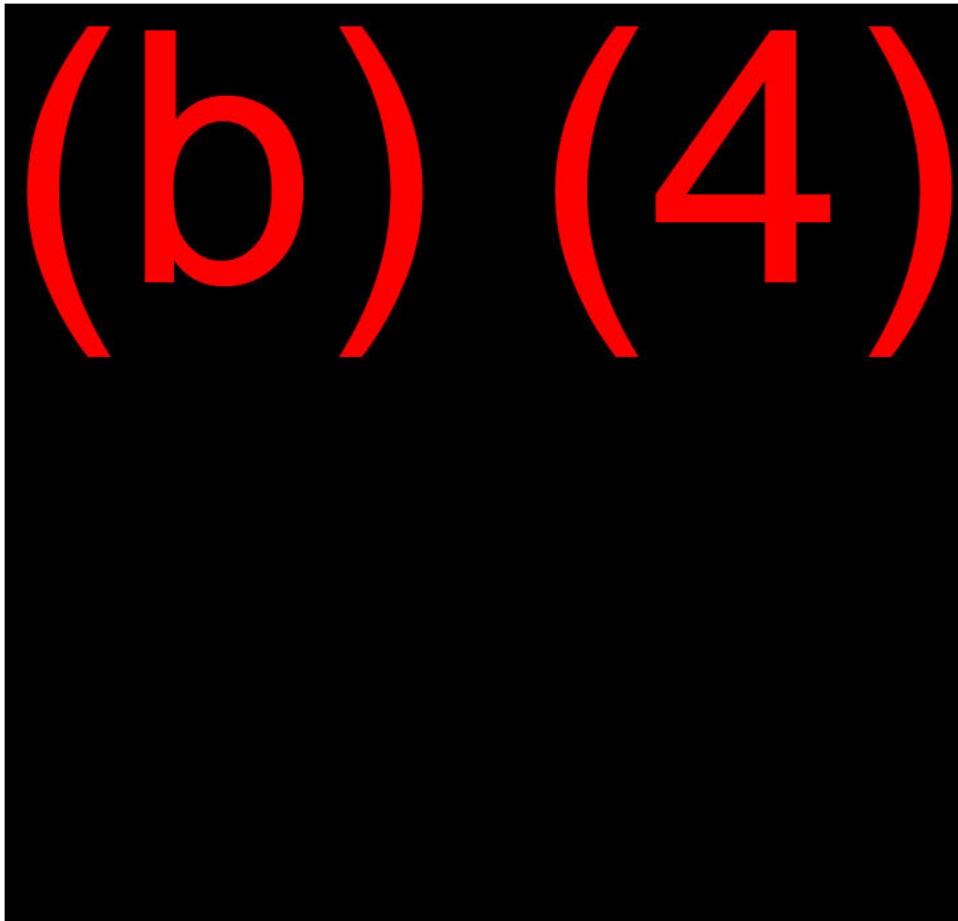
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(b) (4)

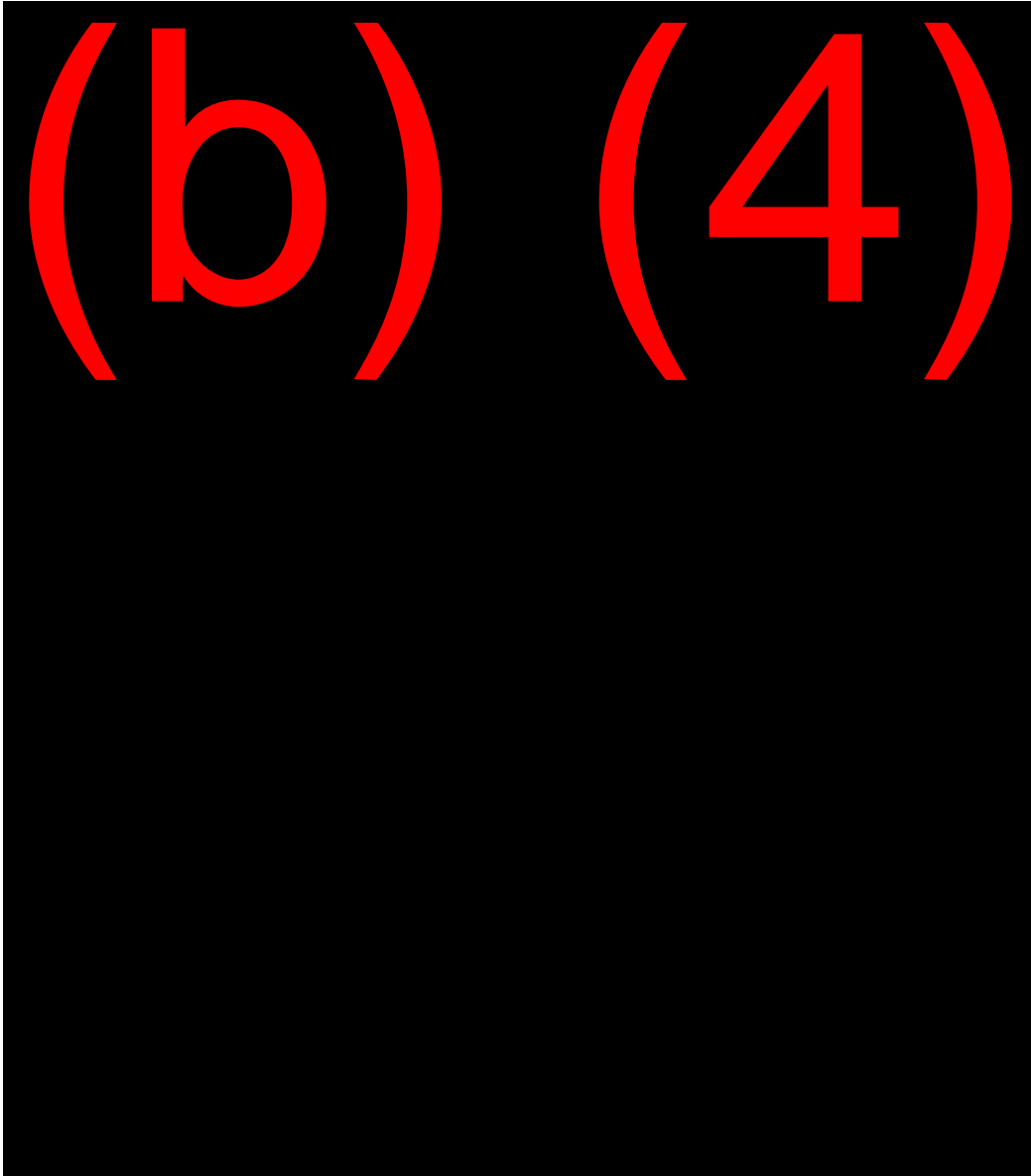


(b) (4)



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**Metric** – Identify risks and risk mitigation strategy in a timely manner: E: Resolution strategies submitted within 3 workdays of risk first identified

Proposed Individual Risk Mitigation activities successfully executed (mitigation strategies may extend beyond the award fee period. The performance monitors will take this into account and monitor those activities associated with milestones/mitigations that fall within the 6 month period. Government delays will be taken into account):

**(b) (4)** 100% mitigation activities/steps completed as identified

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Rating (b) (4)

**Qualified Staff – 2%**

**For critical resources (deemed all key personnel and any other resources that have responsibilities that require interfacing directly with the Government or have a technically substantial role in the project's performance), does the integrator quickly source and hire appropriately skilled replacement personnel?**

**BAH Assumptions** – Includes Key Personnel and Booz Allen staff who directly interface with Agency CDM PMs and DHS PMO personnel, which includes Agency Leads and Engineering Workstream Leads.

The AFEB concurred with BAH's assumption.

(b) (4)

**Metric** – Identification, submission, and ultimate acceptance of qualified personnel to fill openings of critical resources: Excellent: <14 Calendar Days. The Government will consider internal project backfilling on a case-by-case basis.

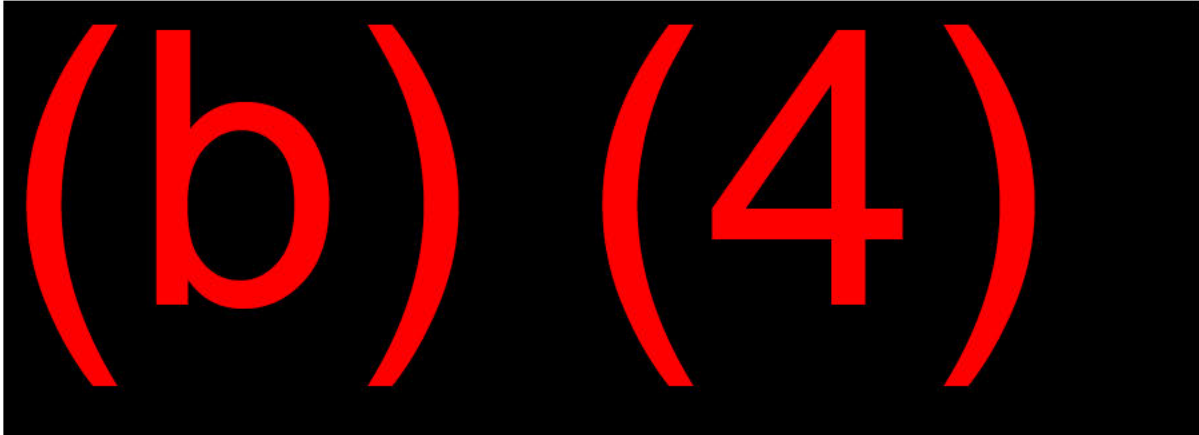
Rating – (b) (4)

**Staff Retention – 1%**

**Has the integrator retained Key Personnel?**

**BAH Assumptions** – Includes voluntary and involuntary separation from Booz Allen; Does not include unforeseen events beyond Booz Allen control such as accidents/illnesses/family emergencies/medical leave.

The AFEB concurred with BAH's assumption.



**Metric** – Retention rate, according to staffing plan: E: All Key Personnel retained.

**Rating** – (b) (4)

**Small Business Participation – 2%**

**To what extent did the integrator strive to leverage this task order to meet Alliant base contract subcontracting goals? Goals are as follows:**

SMALL BUSINESS	Alliant Goals	DHS Goals
Overall Subcontracting Goal	50%	39%
HUBZone Small Business	3%	3%
Small Disadvantaged Business	6%	5%
Woman-Owned Small Business	5%	5%
Veteran-Owned Small Business	3%	--
Service-Disabled Veteran-Owned Small Business	3%	3%

**BAH Assumptions** – None.

The Government evaluated the contractor's findings by the following methods:

- Comparing the contractor's self-assessment to the invoices received for Period 2

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- Comparing all information received to Deliverable 13 – Financial Report for the month of July 2019
- Contractor's Period 2 actual incurred cost submission dated 17 September 2019

(b) (4)

The contractor's actuals and numbers to obtain the actuals are below:

SMALL BUSINESS	Alliant Goals	DHS Goals	Contractor's Actuals (Period 2)
Overall Subcontracting Goal	50%	39%	(b) (4)
HUBZone Small Business	3%	3%	
Small Disadvantaged Business	6%	5%	
Woman-Owned Small Business	5%	5%	
Veteran-Owned Small Business	3%	N/A	
Service-Disabled Veteran-Owned Small Business	3%	3%	

Percentages above were calculated with the numbers below:

Total Subcontracted (Period 2)	(b) (4)
SB Only	
NON-SB Sub	

Socio-economic goals:

HUBZone Small Business	(b) (4)
Small Disadvantaged Business	
Woman-Owned Small Business	

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Veteran-Owned Small Business	(b) (4)
Service-Disabled Veteran-Owned Small Business	(b) (4)

**Metric** – Integrator TO performance against Alliant and DHS subcontracting goals:

(b) (4) TO exceeds Alliant goals in three categories or exceeds one category goal by more than 25%.

**BAH Assumptions** – None.

**Rating** – (b) (4)

## G. AWARD FEE RECOMMENDATION

Based on the overall performance level and the percentage scores described above, the AFEB recommends to the Award Fee Determining Official that Booz Allen Hamilton earn an award fee for Period 2 as described below and in the attached Award Fee Calculation Table (Attachment A). The Board recommends:

- Awarding an overall rating of (b) (4) which is (b) (4)
- Total award fee earned: (b) (4) (of the (b) (4) available award fee pool)

AFB Chairperson Signature: \_\_\_\_\_

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MCDARBY

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**The Award Fee Evaluation Board Summary Report for Period 3  
(August 6, 2019 – January 31, 2020)**

**Contract GS00Q09BGD0019  
Task Order 47QFCA18F0100  
Continuous Diagnostics and Mitigation (CDM)  
Dynamic and Evolving Federal Enterprise Network Defense – Group D  
(DEFEND D)  
FEDSIM IA & Project Number HS00860**

TO: Mr. Kenneth Lawhorn, Award Fee Determination Official  
FROM: (b) (7)(C) Award Fee Evaluation Board Chairperson  
DATE OF AWARD FEE BOARD: February 27, 2020

What follows is the *Award Fee Recommendation Report* in support of the Department of Homeland Security, CDM DEFEND D Task Order (TO) for the third evaluation period, from August 6, 2019 to January 31, 2020. This report summarizes the board's findings and the final recommendation as the Award Fee Evaluation Board (AFEB) Chairperson.

**Award Fee Evaluation Board (AFEB) Members**

Voting members: (b) (7)(C) AFEB Chairperson; (b) (7)(C) CDM Portfolio Manager, Voting Member; (b) (7)(C) Voting Member; TJ Chen, COR, FEDSIM, Voting Member.

Non-voting members: Aaron Sannutti, Contracting Officer, FEDSIM

Observers: Kenneth Lawhorn, FEDSIM GM; Ryan James, FEDSIM CS; (b) (7)(C)

**AWARD FEE RECOMMENDATION REPORT**

**A. OVERALL ASSESSMENT**

During Award Fee Evaluation Period 3 (AFP3), the Government evaluated Booz Allen Hamilton's (BAH) performance according to the criteria established in the Award Fee Determination Plan (AFDP – Section J, Attachment E). The AFDP was revised in December 2019. BAH provided assumptions and exclusions on 10 October 2019 and 18 November 2019. The Government provided clarifications on 17 December 2019. The revised AFDP and metrics were incorporated by contract modification on 19 December 2019. Booz Allen submitted its AFP3 Self-Assessment on 14 February 2020. Performance was monitored by all members of the AFEB throughout the award fee period, as well as performance monitors at customer agencies. The AFEB also took BAH's self-evaluation into consideration for determining the board's final ratings. Overall, the board rates BAH's performance as an (b) (4) during award fee evaluation Period 3. (b) (4)

(b) (4)

(b) (4)

## Award Fee Pool Allocation Rating/Percentage

Adjectival Rating	Percentage of Fee
<i>Excellent</i>	91%-100%
Very Good	76%-90%
Good	51%-75%
Satisfactory	< 50%
Unsatisfactory	0%

## B. RATINGS SUMMARY BY AWARD FEE DETERMINATION PLAN CRITERIA AREA

Evaluation Criteria	Weighing	Available Pool	Rating Percentage	Earned Award Fee	Rating
Technical	45%	(b) (4)			
Cost Savings	35%				
Management	20%				
<b>Total</b>	<b>100%</b>				

## C. AGENCY FEEDBACK

The AFDP outlines the Government's expectations for the contractor's performance for each award fee period. The objective of these award fee criteria is to provide an incentive to the contractor to achieve optimum performance of TO requirements and objectives in the area of Technical performance. The evaluation will consider all aspects of TO performance according to the defined sub criteria. CDM DEFEND Group D is defined to include the following Federal Agencies and their components, hereafter referred to as the Group D Agencies. This report incorporates the feedback provided by the agency performance monitors where applicable. The DEFEND D agencies are:

1. The United States General Services Administration (GSA)
2. The United States Department of Health and Human Services (HHS)
3. The United States National Aeronautics and Space Administration (NASA)

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4. The United States Social Security Administration (SSA)
5. The United States Department of Treasury (Treasury)
6. The United States Postal Service (USPS) – has not participated in CDM DEFEND

#### **D. TECHNICAL: (WEIGHTED 45% OF AWARD FEE)**

**The objective of this award fee criterion is to provide an incentive to the contractor to achieve optimum performance of task order requirements and objectives in the area of Technical performance. The integrator will operationalize the CDM Dashboards, to include integrating data feeds from legacy and emerging Agency capabilities. The objective is to provide technical expertise to design, solution, and implement innovative solutions for emerging technologies. Integrator is expected to maintain, update, and optimize existing solutions with minimal degradation to operations. The evaluation will consider all aspects of task order performance according to the following sub criteria:**

##### **Agency Support – 7%**

**Does the integrator minimize unforeseen excessive compute times, degradation, and brief mean times to recovery (MTTR) for outages related to Agency operations during CDM implementation?**

##### **BAH Assumptions and Exclusions –**

###### **Assumptions:**

- Does not include anything in Layer A because the Agencies are now responsible for Layer A tools.
- Includes Convergence App and maintaining the data feeds.
- Does not include planned downtime associated with upgrades and maintenance.
- Our initial timestamp starts when an incident is submitted (an email to the CDM ServiceNow Helpdesk).
- To ensure full control, it is assumed that we will have immediate access to Agency environment and an Agency SME to remedy problem. If this is not the case, the event will be considered 'beyond contractor's control' and not count against our metrics.

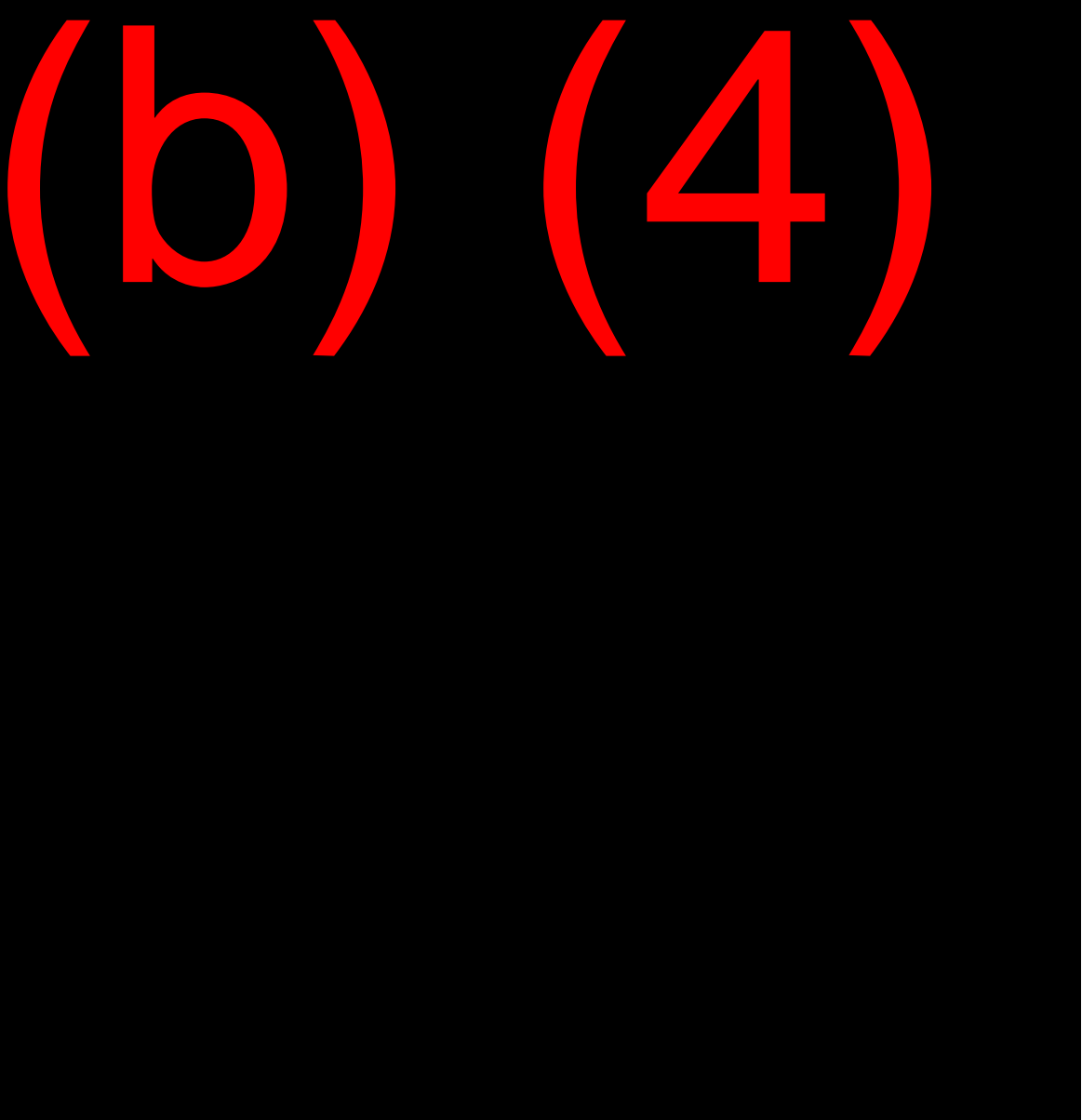
###### **Requested Exclusions:**

- Request exclusion from any outages in Layer A, as Booz Allen is only responsible for Tier III support to Layer A solutions. Agencies are responsible for Tier I, II support and ongoing maintenance that could cause an outage across Layer A environments.
- Request exclusion from planned downtime to Layer B (Splunk) and Layer C (Dashboard) associated with Booz Allen and Agency Change Control Board (CCB) approved and scheduled maintenance.

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- Request exclusion from outages in which Booz Allen does not have immediate Government Furnished Equipment (GFE) and administrative access to Layer B (Splunk) and Layer C (Dashboard) within the Agency environment and/or access to an Agency administrator to remedy any problem(s), as these are considered "beyond contractor's control."

The AFEB concurs with assumptions with the exception that the assumptions do not exclude ECS.



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(b) (4)

**Metric** – No unplanned outages (limited MTTR) and low incidents of degradation to agency operations due to factors within the contractor's control: (b) (4) <12 business hours of downtime for any outage and no more than 1 outages per reporting period (not including outages caused by external agency activities such as patching that inadvertently breaks a CDM tool system); high system/solution performance without any degradation to any agency systems.

**Rating** – (b) (4)

#### CDM Solution – 8%

**Has the integrator upgraded and enhanced, or responded efficiently and effectively, to high and critical vulnerabilities related to Agency Dashboards and/or the CDM Solution within the Government-specified timeframe, and/or within established SLAs, from receipt of approved production enhancements and upgrades?**

#### **BAH Assumptions** –

- Covers required MTV patches/upgrades (and not the optional ones).
- Following the actual MTV release, DHS will provide the initial timeline for the upgrade.
- Booz Allen will provide draft schedules based on assumed dates for Agency CCB approval. The final schedule will be provided 5 working days following Agency CCB approval. If Agency CCB approval is not received by the planned date, a PNR will be issued and the event will be considered 'beyond contractor's control' and not count against our metrics.
- MTV provides all required documentation with the release.
- To ensure full control, it is assumed that Booz Allen will have access to the Agency environment and an Agency SME to remedy problem in accordance with approved schedule. If this is not the case, the event will be considered 'beyond contractor's control' and not count against our metrics. The AFEB concurred with BAH's assumption.

The AFEB concurs with assumptions with the exception that the assumptions do not exclude ECS.

(b) (4)

(b) (4)

(b) (4)

**Metric** – Sustain and optimize CDM solution components within the expected timeline provided by DHS and/or established SLAs for each upgrade or enhancement: E: 100% Dashboard upgrades or patches deployed; completed before the duration specified by the Government/SLAs for each release.

**Rating** – (b) (4)

**CDM Dashboard – 10%**

**Has the integrator provided timely response and resolution for Tier 2 and Tier 3 support tickets and requests?**

**BAH Assumptions and Exclusions –**

**Assumptions**

- Our initial timestamp starts when an incident is submitted (an email to the CDM ServiceNow Helpdesk).
- To ensure full control, it is assumed that Booz Allen will have immediate access to the Agency environment and an Agency SME to remedy problem. If this is not the case, the event will be considered 'beyond contractor's control' and not count against our metrics.
- Any other item 'beyond contractor's control' will be documented and not count against our metrics. These items include, but are not limited to, tickets requiring new capabilities, development, integration, and/or deployment efforts and tickets that involve coordination and effort from parties outside of Booz Allen (e.g., vendors, Agencies).

**Requested Exclusion**

- Request an exclusion from outages in which Booz Allen does not have immediate Government Furnished Equipment (GFE) and administrative access to Layer B (Splunk) and Layer C (Dashboard) within the Agency environment and/or access to an Agency administrator to remedy any problem(s), as these are considered "beyond contractor's control."

The AFEb concurs with assumptions and requested exclusions.

(b) (4)

(b) (4)

(b) (4)



**Metric** – Timely and effective response to Agency Dashboard and/or CDM Solution support requests: (b) (4) 100% requests responded to w/in 2 workdays; and Timely and effective resolution to Agency Dashboard and CDM Solution support requests: E: 100% All High Priority incidents and service requests resolved w/in 5 workdays upon receipt.

**Rating** – (b) (4)



**CDM Dashboard – 8%**

**Did the contractor effectively establish where needed and maintain the availability of the information exchange capabilities and data between the CDM Agency Dashboards and the CDM Federal Dashboard?**

**BAH Assumptions** – There are no assumptions or exclusions needed.

(b) (4)



**Metric** – Establish and maintain information exchange capabilities and data between CDM Agency and CDM Federal Dashboards by ensuring proper functioning of infrastructure components within contractor's span of control: (b) (4) 90-94% of Dashboard information exchanges established and maintained.

Factors outside of the contractor's control that directly affect the ability to maintain the information exchange capability will be considered on a case-by-case basis when evaluating performance against the above metric.

**Rating** – (b) (4)

#### **RFS Implementation – 12%**

**Did the contractor meet the performance objectives, thresholds, furnish data consistency, meet deliverable expectations (quality and timeliness), and desired RFS outcomes that identify successful performance of any in progress or recently completed RFS?**

#### **BAH Assumptions and Exclusions –**

##### **Assumptions**

- Assumes this metric applies to any RFS that include AQLs.

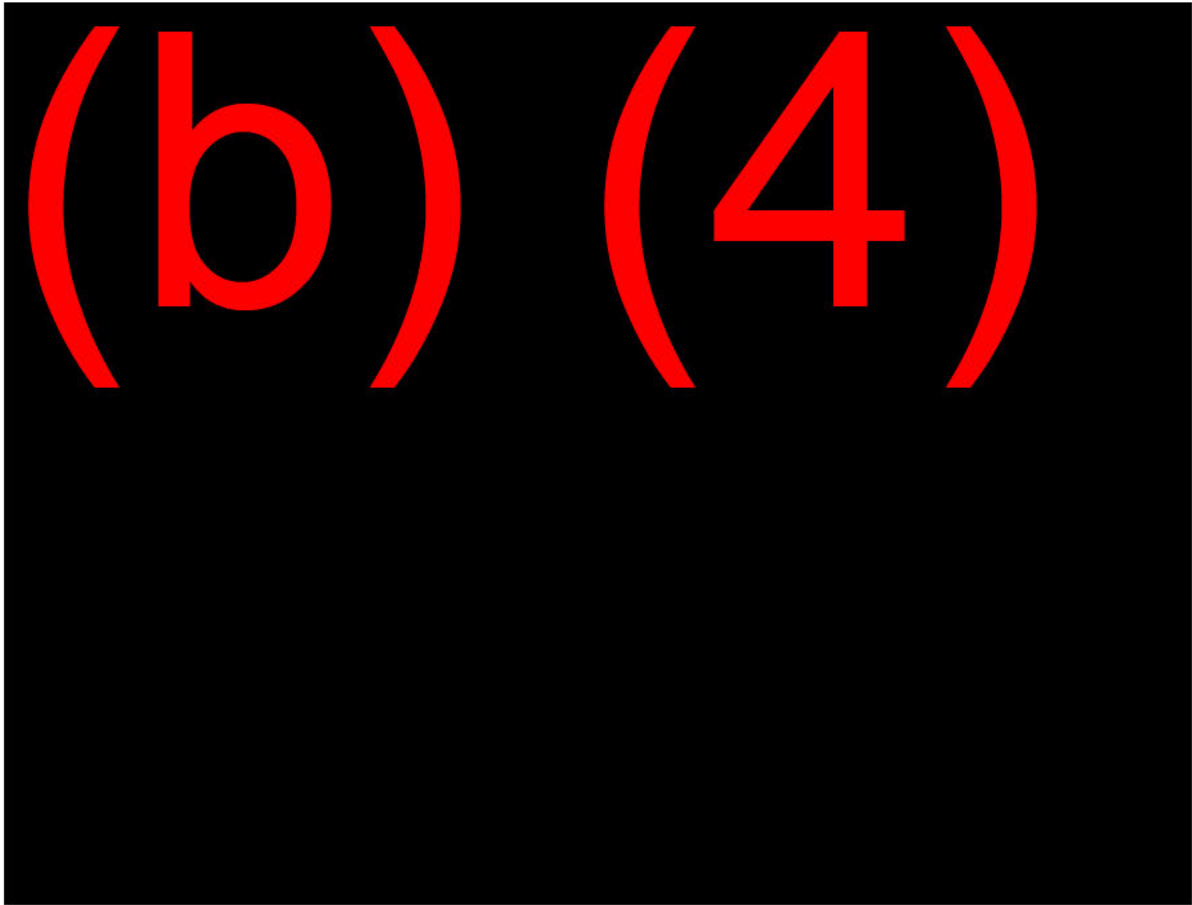
##### **Requested Exclusions**

- Request measurement for RFS Implementation quality and timeliness exclude external factors that are out of integrator's control that may be related to Agency dependencies, unanticipated scope changes, and/or Agency-specific requirements and/or limitations that require Government action/decision.

The AFEB does not concur with the assumption as these criteria applies to more than AQLs.

(b) (4)





**Metric** – Overall project Performance objectives, thresholds, and requirements were satisfied within minimal variance between actual costs and baseline ROM: E: 100% RFS Objectives Satisfied/Significant Progress; (2) Contractor Test Reports and Independent Verification and Validation reports demonstrating 100% of non-waived requirements satisfied under ROM variance by >7%.

**Rating** – (b) (4)

#### **E. COST: (WEIGHED 35% OF AWARD FEE)**

The objective of the award fee provision is to provide an incentive to the contractor to achieve optimum performance of Task Order requirements and objectives in the area of Cost management. The integrator is responsible for timely and precise financial accounting and reporting, and will recommend options to the government aimed to ensure efficiency and most effective return on government investments. The evaluation of Cost will consider all aspects of Task Order performance in terms of the following sub criteria:

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**Financial Reporting – 5%**

**Does the contractor provide timely notification and required supplemental information for the following: 1) cost overruns; 2) variance to planned scope, schedule and cost targets; and 3) service delivery challenges, risks and contingencies?**

**BAH Assumptions** – There are no assumptions or exclusions needed.

(b) (4)

**Metric** – Timely notification provided with required information: E: All categories met without issues.

**Rating** – (b) (4)

**Financial Reporting – 3%**

**Did the contractor accurately track TO financials, through effectively capturing monthly expenditures by identification of the funding source; monthly expenditures by CDM Phase, CTN, and TO level from the start of the Period of Performance (POP); project monthly expenditures and labor hours by CTN, and TO level starting with the current month through the end of the POP; funded levels by TO and by Agency; labor hours incurred to date by TO and by Agency; funds remaining by CTN and CLIN; diagram reflecting funding and burn rate by month for the TO and at the Agency-level; cumulative invoiced amounts for each CLIN up to the previous month; and actual current and cumulative dollars expended for small businesses compared to TO subcontracting goals as referenced in Section C.6.1.5 SubTask 1.5 – Provide Financial Reporting.**

**BAH Assumptions** – There are no assumptions or exclusions noted if the proposed metric language is updated per our suggestion.

(b) (4)

(b) (4)

(b) (4) (b) (4)

(b) (4)

(b) (4)

**Metric** - Financial management documentation to include invoices delivered on time, accurate and accepted and require no edits based on Government feedback: (b) (4) 5 of 6 of Financial Reports delivered on time, accurate.

**Rating** – (b) (4)

**Product Cost Savings – 9%**

**Is the integrator effective in seeking and obtaining, in a cost effective manner, best value and cost savings/discounts to the Government on the Tools/ODCs CLIN procurements?**

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**BAH Assumptions** – There are no assumptions or exclusions noted if the recommended language is added to the proposed metric.

(b) (4)

(b) (4)

(b) (4)

**Metric** – Achieved cumulative Tools CLIN cost savings compared to IT Schedule 70 baseline. Procurement Volume >\$3.5M and above: (b) (4) >=30% savings average ; Procurement Volume <\$1M-3.5M: (b) (4) >=20% savings average; Procurement Volume <\$1M: (b) (4) >=15% savings average.

**Rating** – (b) (4)

**Product Cost Savings – 2%**

**To the maximum extent possible, does the contractor use the CDM Tools SIN to procure products and HACS SIN for Task 5 activities?**

**BAH Assumptions** – There are no assumptions or exclusions needed.

(b) (4)

**Metric** – Integrator to submit proof of exception approval for non-use of CDM SIN or HACS SIN. A RIP approved by the USG shall constitute such approval. Use of the CDM Tool SIN & HACS SIN: (b) (4) 100% use unless exception has been granted for each purchase not using the CDM SIN or HACS SIN.

**Rating** – (b) (4)

**Cost Management - 7%**

**Did the integrator apply efficiencies to control cost or result in cost savings?**

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**BAH Assumptions –**

- Assumes only RFSs completed within the current Award Fee Period.
- Uses last approved IMS to account for current scope.
- Assumes impacts associated with documented PNRs are removed from calculations.

AFEB does not occur with the third assumption; however, circumstances considered "beyond contractor's control" will not impact the contractor's score.

(b) (4)

**Metric** – RFS ROM costs verses RFS actual costs based on final baselined submitted ROM for RFSs completed during evaluation period: E: -7% to +7% ROM variance, VG: -10% to +10% ROM variance; G: -15% to +15% ROM variance; S: -20% to +20% ROM variance; U: Not within -20% to +20% ROM variance.

**Rating** – (b) (4)

**Cost Management – 9%**

**Did the integrator apply efficiencies to control cost or result in cost savings?**

**BAH Assumptions** – There are no assumptions or exclusions needed.

(b) (4)

(b) (4)

**Metric** – (b) (4) Government identifies 4 examples resulting in a savings.

Integrators are encouraged to identify in RFS Responses, normal contract reporting, AF Self-Assessment, and elsewhere how and where efficiencies have been gained; this will ensure the Government has a comprehensive understanding of efficiencies gained in a Period for consideration in contractor evaluation.

Tool/ODC savings are not included in the evaluation of this metric; those will be evaluated via the "Product Cost Savings" Performance Area. Examples here would include labor efficiencies, travel avoidance, and process automation.

Rating (b) (4)

#### F. MANAGEMENT (WEIGHTED 20% OF AWARD FEE)

**The objective of this award fee criterion is to provide an incentive to the contractor to achieve optimum performance of task order requirements and objectives in the area of Management. The objective is to optimize the overall task order performance by effective communication on quality deliverable submissions, resource and risk management, and protecting sensitive government information. The evaluation will consider all aspects of task order performance according to the following sub criteria:**

##### **Schedule – 2%**

**Is the integrated master schedule submitted and managed in a timely, accurate, complete manner, with the all necessary technical inputs addressing updates to the schedule status included, and baselined?**

##### **BAH Assumptions and Exclusions –**

###### **Assumptions**

- IMS submitted to DHS/FEDSIM on a monthly basis according to schedule set in Task Order; Government has 15 working days to approve/reject IMS; IMS considered approved if nothing is provided by the Government within 15 working days.
- Uses last approved IMS to account for current scope.
- Assumes impacts associated with documented PNRs are removed from calculations.
- Milestones are defined as all numbered deliverables except as noted below for Deliverable 11.
- For Deliverable 11, includes all meeting reports stated in TO (Kick-Off Meeting Report, Monthly Status Report (MSR) Meeting Report, IPR Meeting Report, Meeting Reports As requested by FEDSIM COR and /or DHS TPOC) and does not include weekly Agency meeting minutes that are currently delivered as Client Submissions.

###### **Requested Exclusions**

- Request consideration be given for schedule and documentation delays caused by Agency dependencies, decisions, and actions noted in the Problem Notification Reports (PNRs).

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The AFEB does not concur with all of the assumptions as-is.

- Assumption 1 - IMS's should also be submitted with major changes.
- Assumption 3 - circumstances considered "beyond contractor's control" will not impact the contractor's score.
- Assumption 4 - Also includes SELC reviews, testing

(b) (4)

**Metric** – Ahead is defined as delivery more than one day in advance of the baselined delivery date. The percentage is the average of all the agreed upon milestones that are baselined for completion during a specific evaluation period (or slipped from a prior period) from the last approved IMS. Any technical inputs in the IMS that show a false completion will negatively impact the rating metrics identified below. Satisfied approved milestones from the last approved IMS: (b) (4) 90-99% of the agreed upon milestones delivered within approved timelines

**Rating** – (b) (4)

**RFS Progress and Completion – 5%**

**Did the project accurately project, track, adhere to, and achieve scheduled objectives and results within the established project budget/cost plan?**

**BAH Assumptions and Exclusions –**

**Assumptions**

- IMS submitted to DHS/FEDSIM on a monthly basis according to schedule set in Task Order; Government has 15 working days to approve/reject IMS; IMS considered approved if nothing is provided by the Government within 15 working days.
- Uses last approved IMS to account for current scope.
- Assumes impacts associated with documented PNRs are removed from calculations.

**Requested Exclusions**

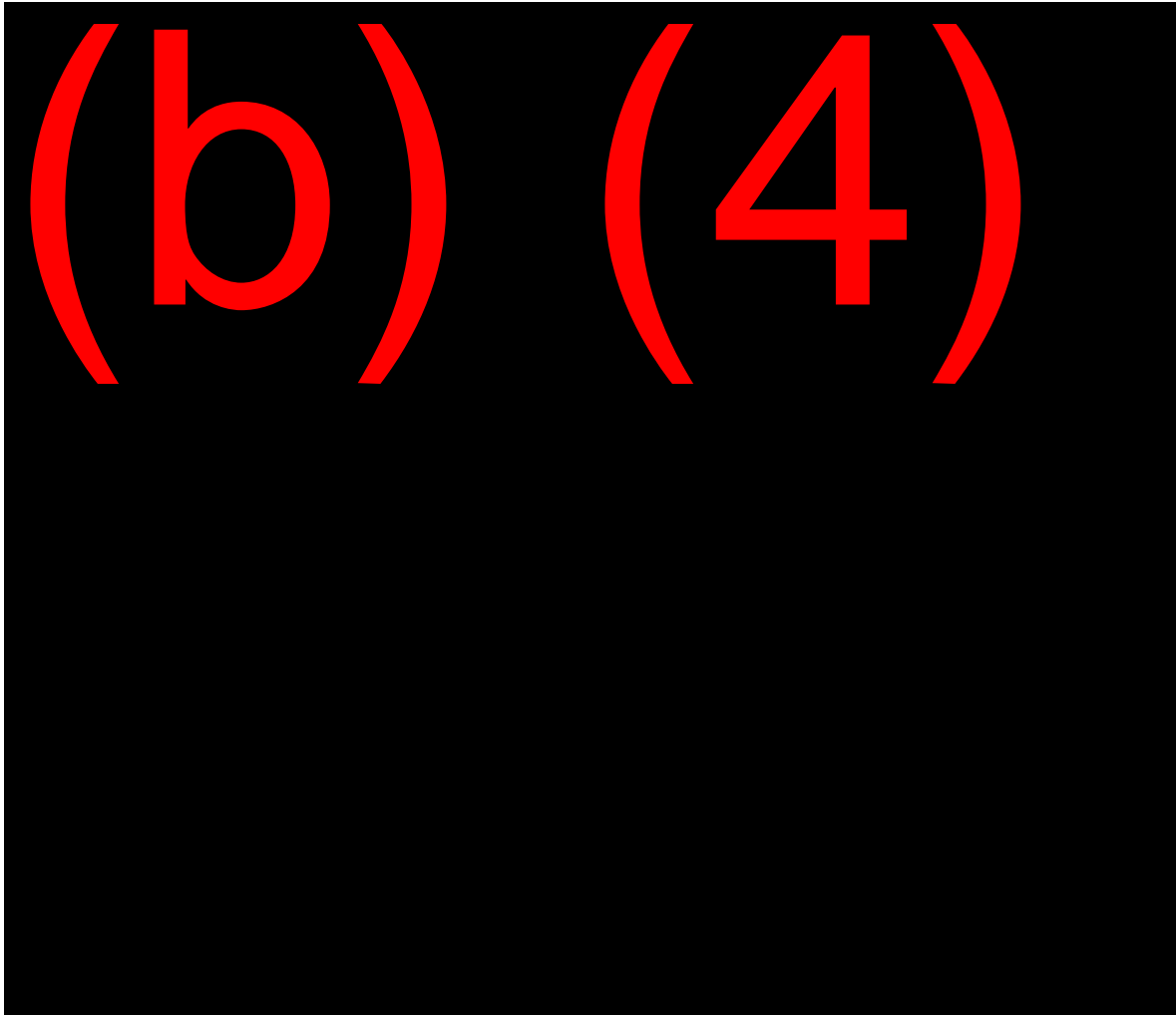
- Request consideration be given for schedule and documentation delays caused by Agency dependencies, decisions, and actions noted in the Problem Notification Reports (PNRs).

*FEDSIM is a Client Support Center housed within GSA, FAS, AAS.*

The AFEB does not concur with all of the assumptions as-is.

- Assumption 1 - IMS's should also be submitted with major changes.
- Assumption 3 - circumstances considered "beyond contractor's control" will not impact the contractor's score.

The AFEB does not concur with the requested exclusion; however, circumstances considered "beyond contractor's control" will not impact the contractor's score.



**Metric** –Percentage of the completion of the established listed scope required activities at points agreed upon within an accepted IMS the end of the RFS: (b) (4) 95% completion of the established listed scope required activities at points agreed upon within an accepted IMS the end of the RFS.

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Rating (b) (4)

**Deliverable Quality – 6%**

**Does the integrator provide on-time high quality deliverables in accordance with latest approved IMS?**

**BAH Assumptions and Exclusions –**

**Assumptions**

- IMS submitted to DHS/FEDSIM on a monthly basis according to schedule set in TO; Government has 15 working days to approve/reject IMS; IMS considered approved if nothing is provided by the Government within 15 working days.
- Uses last approved IMS to account for current scope.
- Assumes impacts associated with documented PNRs are removed from calculations.
- Includes all numbered deliverables except as noted below for Deliverable 11.
- For Deliverable 11, includes all meeting reports stated in TO (Kick-Off Meeting Report, Monthly Status Report (MSR) Meeting Report, IPR Meeting Report, Meeting Reports -----As requested by FEDSIM COR and /or DHS TPOC) and does not include weekly Agency meeting minutes that are currently delivered as Client Submissions.

**Requested Exclusions**

- Request consideration be given for schedule and documentation delays caused by Agency dependencies, decisions, and actions noted in the Problem Notification Reports (PNRs).

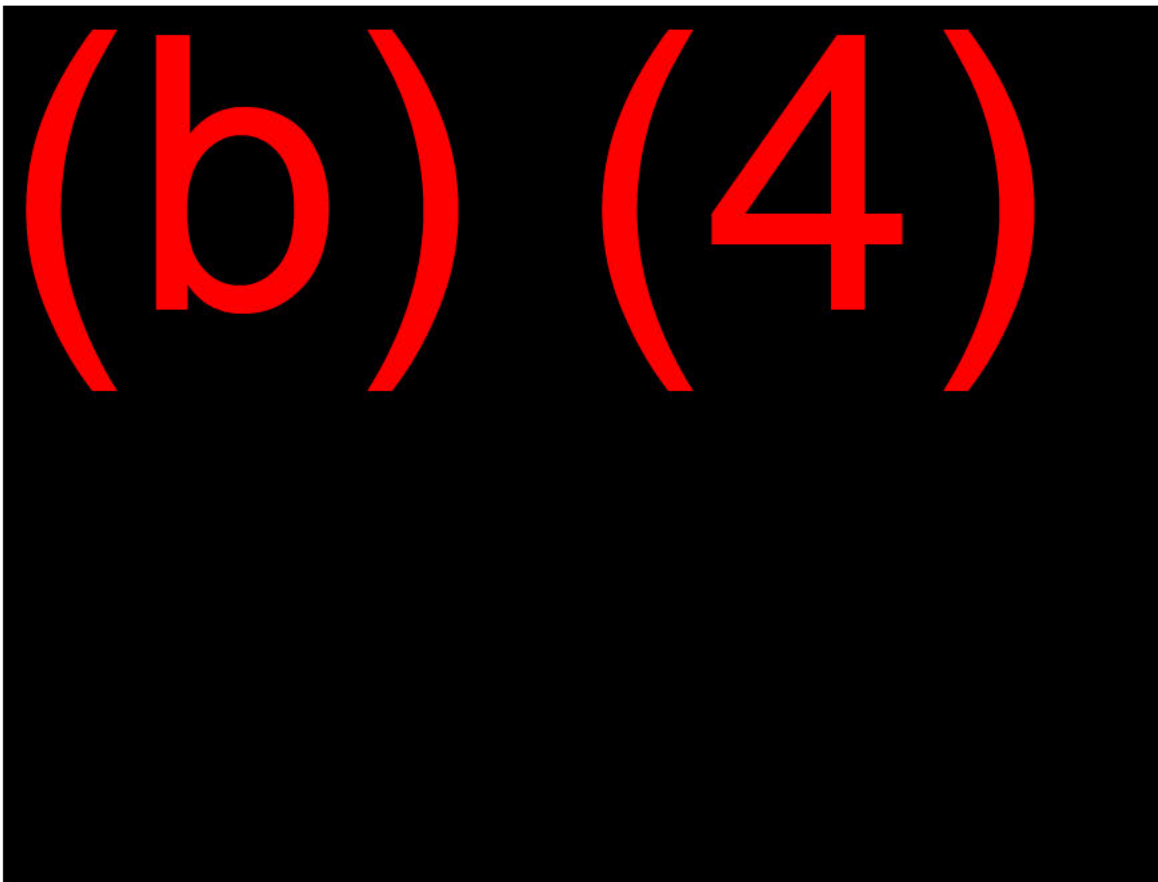
The AFEB does not concur with all of the assumptions as-is.

- Assumption 1 - IMS's should also be submitted with major changes.
- Assumption 3 - circumstances considered "beyond contractor's control" will not impact the contractor's score.

The AFEB does not occur with the requested exclusion; however, circumstances considered "beyond contractor's control" will not impact the contractor's score.

(b) (4)

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**Metric** – Submit Task Order Deliverables by approved Milestone Dates: (b) (4) 90-95% of deliverables submitted on time and accepted with editorial and/or substantial comments.

**Rating** – (b) (4)

#### **Risk Management – 4%**

**Are project risks and associated risk mitigation strategies, for significant risks (medium-high probability, moderate-high impact), identified and proposed to the Government with clear resolution strategies and impacts for responsibility authorities? Does risk identification include actionable information? Technology-related impacts may take more time to research, which may require an initial mitigation strategy submission for this metric.**

#### **BAH Assumptions –**

- Notification may be in the form of an email or in a PNR.

The AFEB concurred with BAH's assumption.

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(b) (4)

**Metric** – Identify risks and actionable risk mitigation strategy to the Government in a timely manner: (b) (4) Resolution strategies submitted within 3 workdays of risk first identified, and (b) (4) 80-90% mitigation activities/steps completed as identified.

**Rating** – (b) (4)

**Qualified Staff** – 2%

For critical resources (deemed all key personnel and any other resources that have responsibilities that require interfacing directly with the Government or have a technically substantial role in the project's performance), does the integrator quickly source and hire appropriately skilled replacement personnel?

**BAH Assumptions** – There are no assumptions or exclusions needed.

(b) (4)

*FEDSIM is a Client Support Center housed within GSA, FAS, AAS.*

(b) (4)

**Metric** – Identification, submission, and ultimate acceptance of qualified personnel to fill openings of critical resources: (b) (4) <45 Calendar Days

**Rating** – (b) (4)

**Staff Retention – 1%**

**Has the integrator retained Key Personnel?**

**BAH Assumptions** –

- Includes voluntary and involuntary separation from Booz Allen.
- Does not include unforeseen events beyond Booz Allen control such as accidents/illnesses/family emergencies/medical leave.

The AFEB concurs with the assumptions.

(b) (4)

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**Metric** – Although, according to the metrics the rating for this subcriteria should be “U: >Two Key Personnel replaced,” the Government feels that since there were no negative impacts to the ongoing work, the integrator deserves an excellent for this subcriteria.

**Rating** (b) (4)

## G. AWARD FEE RECOMMENDATION

Based on the overall performance level and the percentage scores described above, the AFEB recommends to the Award Fee Determining Official that Booz Allen Halliburton recommends to the Award Fee Determining Official that Booz Allen Halliburton for Period 2 as described below and in the attached Award Fee Calculation.

A). The Board recommends:

- Awarding an overall rating of (b) (4) which is (b) (4)
- Total award fee earned: (b) (4) (of the (b) (4) available award fee pool)

AFB Chairperson Signature:

COLLEEN A  
MCDARBY

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A MCDARBY  
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Period 3

available award fee pool)